

**CONFIDENTIAL**

Approved For Release 2001/03/04 : CIA-RDP81-00142R000600010002-6

DD/A Registry  
78-1289/3

11 APR 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: "Perspectives for New Supergrades"

1. In response to your note of 6 April, the Office of Training has revised somewhat and expanded considerably the draft outline and schedule of "Perspectives for New Supergrades." We hope you will agree with us that as now presented it represents both the thrust and content you desire.

2. Central to the design of the course are the four small group and plenary discussion sessions. In meeting the stated objectives of "exposing them to the unique responsibilities and problems related to their new status and to stimulate nonparochial approaches to Agency problems," we determined that this format would allow the participants to share with one another the considerable knowledge and experience they bring to the course most quickly and effectively. We also acknowledge the parochialism that results in officers knowing little of what occurs outside their office, much less their directorate. What supergrades do have in common is responsibility for directly managing Agency resources and personnel. Therefore, we selected four broad discussion questions of concern to every senior manager, and programmed the discussion groups on each to precede the relevant formal presentations. We selected as speakers Agency officers we consider to have a one-Agency perspective. Our desire is that participants will become more sensitive to their colleagues' responsibilities and activities, and have a clearer realization that all are drawing upon a single resource package and working towards accomplishment of the same mission.

3. You spoke of the Midcareer Course as a basis for comparison. That program does not assume either the experience or the common managerial responsibilities of supergrades, and therefore schedules a broad array of speakers representing all Agency components as well as many outside institutions

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Downgrade to Unclassified  
Upon Removal of Attachment  
E.2 IMPDET CL BY 029724

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SUBJECT: "Perspectives for New Supergrades"

to present the information generating subsequent discussion. The common goal of "Perspectives for New Supergrades" and "Midcareer Course" could be said to break down the unwarranted compartmentation existing within the Agency, and open new channels of communications, understanding, and cooperation. However, the approach is quite different to reflect the distinctly different participants.

4. In comparing our proposed course with the Executive Program in National Security to be conducted [REDACTED] in 25X1A August, basic differences in approach are evident. We believe our proposed course's emphasis on CIA, the Intelligence Community and their interrelationships is warranted by the significant problems posed by the parochialism and insulation within CIA that have characterized the Agency. [REDACTED] 25X1A goals are much broader, and we would suggest that we defer such an approach in any Agency-conducted program until we have made more real progress on our immediate problem.

25X1A

John F. Blake

Attachment  
Draft Schedule (C)

Executive Registry

78-1050/3

Distribution:

- Orig & 1 - DCI, w/att
- 1 - DDCI, w/att
- 1 - ER, w/att
- 2 - DDA, w/att

*Fun - ensure that all speakers have  
ample time for discussion - not  
just lecturing - JF*

18 APR 1978

DDA Distribution:--4/19/78

Orig - DTR (by hand)

1 - Subj

28 2

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SUBJECT: "Perspectives for New Supergrades"

25X1A

ORIGINATOR:



Harry E. Fitzwater  
Director of Training

14 APR 1978

Date

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Perspectives for New Supergrades		DD/A Registry File <i>Personnel-18/2</i>		Exempt <i>78-1050/1</i>
FROM: John F. Blake Deputy Director for Administration 7D 24 Hqs		EXTENSION 5454	NO. DDA 78-1289/2	DATE 7 April 1978
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. <i>[Signature]</i> Director of Central Intelligence 7D 5607 Hqs	<i>Rec'd Copy per EK</i>			<p>Stan:</p> <p>Am in receipt of your suggestions of 6 April for a somewhat different approach to the "supergrade course." We will revise accordingly.</p> <p>Just thought I would let you know that we have already invited Bill Miller and he has enthusiastically accepted. More than that, he wishes to take advantage of the invitation and spend two or three hours looking at the [REDACTED] which he has never visited.</p> <p><i>[Signature]</i> John F. Blake</p> <p>Att Cy of ref suggestions fr DCI</p> <p>Distribution: Orig RS - DCI 1 - DDCI 1 - ER</p> <p><i>[Signature]</i> 12 APR 1978</p>
2. <i>DCI</i>	<i>Rec'd 7 April 1978</i>			
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DD/A Registry

File PEBS 18-2

"Perspectives for New Supergrades"

FROM: John F. Blake  
Deputy Director for Administration  
7D 24 Hqs

EXTENSION

5454

NO.

DATE

14 April 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Central Intelligence

2. 7D 5607 Hqs

3.

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5.

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15.

Stan:

There is submitted for your review and approval a new course outline for the "Perspectives for New Supergrades." It has been revised so as to include points you raised in your handwritten note of 6 April and also to incorporate one or two other additional matters such as counterintelligence capabilities. A good portion of the original management thrust still remains and paragraph 3 of the memorandum will point out why we believe that thrust varies considerably from the approach taken at the Midcareer Course.

I would urge that you approve this new submission as time is running on and speakers have already been contacted. We propose to have the attendees submit critical critiques. We will analyze these upon receipt and furnish you a collective reaction of the attendees. I believe it might be worthwhile then to see if we wish to do any additional restructuring.

*John F. Blake*

John F. Blake

Att: DDA 78-1289/3

Distribution:

Orig RS - DCI (ret'd 4/19/78 & handed to DTR)  
1 - DDCI  
1 - ER  
1 - DDA Subj  
1 - DDA Chrono  
1 - JFB Chrono

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DD/A Registry  
78-1289

C O N F I D E N T I A L

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PERSPECTIVES FOR NEW SUPERGRADLES (Draft Schedule)

25X1A 30 April [REDACTED]

25X1A [REDACTED] Dinner & Informal Session.  
(Class introductions, course objectives and administration)

1 May

0830-1015 Small Group Session No. 1

Small group meetings are designed to provide class members with the opportunity to share the data each brings in addressing a series of questions. The discussions will be organized as follows: The class will be divided into three groups, with the membership of each group changing for each of the sessions. Each group will have an optimum mix of Directorate representatives. The discussion time will be divided into 50 minutes, followed by presentations and discussion in plenum for 45 minutes.

Topic: The "General Officer" Concept

1. What qualities are most desirable in the leadership and management of CIA? Can you distinguish between the qualities characterizing an effective leader and a good manager?

2. Should managers be substantively knowledgeable? For example, are economists best managed by fellow economists, HUMINT collectors by experienced HUMINT collectors, S&T analysts by personnel with S&T backgrounds, etc.?

3. Is there a need for the general officer who crosses directorates in senior management positions? At what organizational level do you begin identifying personnel as "senior managers?"

4. Are Agency officers being properly prepared to manage and lead the Agency? Identify obstacles to this preparation that are inherent in existing personnel policies. Is there a serious effort at career development through rotation, training, sabbaticals, etc.? Make specific recommendations to improve the system.

5. How would you assess the value of lateral entry from outside into senior management positions? What criteria would you apply in identifying positions and personnel for such action?

6. How would you characterize leadership and management in the Agency today?

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C O N F I D E N T I A L

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25X1A

1030-1200

The "General Officer" Concept

A senior officer with Agency-wide experience will discuss the expanding scope of responsibilities and concerns that may confront a supergrade. He will also suggest the new opportunities for an Agency-wide impact on the setting and management of intelligence priorities, resource allocation, and organizational changes. He will point to potential areas for innovative change. He will offer an overview of the impact of recent changes in the organization and management of the Agency and the Intelligence Community, and in resources available.

1200-1300

LUNCH

1315-1430

Agency-Wide Personnel Management

F. W. M. Janney

The Director of Personnel will focus on trends in personnel management and, in particular on those changes and modifications being instituted by the DCI that directly impact upon senior managers.

1445-1645

Small Group Session No. 2

Topic: Why CIA?

1. Develop a clear statement of the Agency's mission today.
2. What are the unique aspects of that mission? Are there activities that could be conducted as or more effectively elsewhere in Government?
3. What are the principal barriers to the effective conduct of the Agency's mission? How should these be dealt with?

Suggested areas of concern:

Accountability to the public, Congress, and the Executive branch.

Secrecy and compartmentation.

Legal restraints.

Press and public disclosures.

1800-2100

Dinner and informal discussion with the DDCI

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C O N F I D E N T I A L

2 May Approved For Release 2001/03/04 : CIA-RDP81-00142R000600010002-6

0830-1015

Small Group Session No. 3

Topic: Resource Allocation

1. Are the procedures for the allocation of resources in the Agency effective? List the strengths and weaknesses.
2. Do you believe that proper shares are being allocated to each functional area (i.e., collection, analysis, R&D, support)? Elaborate.
3. Do we have effective measures and controls on the use of Agency resources?
4. In your individual positions, do you have a clearly defined procedure(s) for evaluating commitment of resources?
5. Do you believe your directorate is more or less efficient in its utilization of resources than other directorates? Why?

1030-1200

Resource Management

James Taylor

An important responsibility of all senior Agency managers is the determination of resource requirements. This involves complex calculations for assessing needs and balancing the demands of one activity against those of others. New requirements for accountability are inherent in internal and legislative constraints on the allocation of resources. Mr. Taylor will address the issues of resource allocation from his perspective as Comptroller, offering insights into how effectively we now deal with resource issues and the questions managers should be addressing in computing their needs. He will also discuss the significance of the DCI's budgetary powers under Executive Order 12036, and how these impact directly upon the Agency.

1200-1300

LUNCH

25X1A

1300-1430

Oversight--Legal and  
Organizational

The era of investigations has resulted in increasing scrutiny of Agency activities, and the creation or expansion of oversight mechanisms. This panel will highlight the explicit nature of these changes, and assess how they impact upon the ability of the Agency to perform its missions.

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C O N F I D E N T I A L



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2 May (continued)

1445-1645      Small Group Session No. 4

Topic: CIA in the 1980s

1. What current and future events and trends do you perceive as having the greatest positive impact upon the Agency's ability to carry out its mission? Negative impact?

2. Congressional hearings, investigative reporting and the Freedom of Information Act have opened the Agency to broad public exposure. What do you believe are the greatest dangers in this new environment, and how can we counter them? This raises fundamental questions of our counterintelligence capabilities, classification and compartmentation of information, and internal personnel and installation security measures.

3. What is the future for HUMINT collection activities with the advent of new sophisticated technical collection systems?

4. In maximizing the effective use of Community capabilities, what is the future for SIGINT as an Agency mission?

5. What new analytical requirements do you anticipate?

6. Identify potential changes in the type and allocation of resources and personnel within the Agency.

7. In CIA's effort to prepare for the future, what do you expect of the Agency's leadership?

8. Anticipate the five problems that will have the most serious impact upon you as a senior Agency manager in the next decade. Suggest preventive measures that can be initiated today.

1800-2100      Dinner and informal session with  
William Miller, Staff Director of  
the Senate Select Committee on  
Intelligence

4  
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C O N F I D E N T I A L

C O N F I D E N T I A L

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3 May

0930 (approx) Leave [REDACTED] for HQ

25X1A

1600-? Meet with the DCI and Deputy Directors.

Concluding Remarks by DCI.

4 May

1730-1930 Reception in Executive Dining Room for class members, spouses and senior Agency officials.

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C O N F I D E N T I A L

ADMINISTRATIVE - INTERNAL USE ONLY

Each class member of "Perspectives for New Supergrades" has received a pre-course reading packet containing:


1. Executive Order 12036
2. Statement of President Carter Upon Issuance of Executive Order 12036
3. Senate Bill 2525
4. "History of the Central Intelligence Agency," contained in the Final Report of the Select Committee to Study Governmental Operations with Respect to Intelligence Activities, United States Senate, Supplementary Detailed Staff Reports on Foreign and Military Intelligence, Book IV.

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: "Perspectives for New Supergrades"

STATINTL

ORIGINATOR:

  
Harry E. Fitzwater  
Director of Training

14 APR 1978

Date

DDA Registry  
File Pers 18-2

Perspectives for New Supergrades

John F. Blake  
Deputy Director for Administration  
7D 24 Hqs

DDA 78-1289/2

5454

7 April 1978

Director of Central  
Intelligence  
7D 5607 Hqs

Stan:

Am in receipt of your suggestions of 6 April for a somewhat different approach to the "supergrade course." We will revise accordingly.

Just thought I would let you know that we have already invited Bill Miller and he has enthusiastically accepted. More than that, he wishes to take advantage of the invitation and spend two or three hours looking at the [REDACTED]

[REDACTED] which he has never visited.

STATINTL

/s/ Jack

John F. Blake

Att

Cy of ref sug-  
gestions fr DCI

Distribution:

- Orig RS - DCI w/cy of att
- 1 - DDCI w/cy of att
- 1 - ER w/cy of att
- 1 - DTR w/Orig of att (for action)
- 1 - DDA Subj w/cy of Att
- 1 - DDA chrono
- 1 - JFB Chrono

DDA:JFBBlake:kmg (7 Apr 78)

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EXECUTIVE SECRETARIAT

Routing Slip

TO: DDA

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		✓		
3	D/DCI/IC				
4	DDS&T				
5	DDI				
6	DDA	✓			
7	DDO				
8	D/DCI/NI				
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR				
16	A/DCI/PA				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20					
21					
22					
SUSPENSE		Date			

Remarks:

STATINTL

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The Director of Central Intelligence  
Washington, D. C. 20505

Executive Registry

78-1050

4/6

DD/A Registry

78-1289/1

Jack Blake -

I've rebooked it  
supergrade course &  
think it's too much like  
Mid Career warmed over -  
Attached are some  
typical issues I'd like to  
see discussed to broaden  
horizons. Pls get an  
innovative group to look at  
this - I think you'll  
need some outside  
people to participate. e.g.  
Bill Miller.

Want these people to see

Aspects of other bureaucracies

(even)

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than their own which  
they should understand  
& do an excellent job



STATINTL

APR 7 11 16 AM '78  
E R

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1. What's the future of Humint  
How does the advent of  
new overhead / Sigint  
systems affect Humint?
2. What's future of ~~all~~ Sigint?  
What's difference boundary  
between close support &  
national sigint collection?
3. Charter legislation  
How would define how much  
info we give Congress on clandestine  
collection? other oversight information
4. Secrecy in a democratic society  
Would  
criminal sanctions be  
desirable?
5. Legal restraints on intelligence

6. Personnel management  
What adjustments in  
traditional procedures are needed  
for the new non-traditional  
generations?

27 March 1978

PERSPECTIVES FOR NEW SUPERGRADES (Draft Schedule)

STATINTL  
30 April

[REDACTED]

STATINTL

[REDACTED] Dinner & Informal Session.  
(Class introductions, course goals and  
administration)

1 May

0830-1015

First small group meeting

Small group meetings are designed to provide class members with the opportunity to share the data each brings in addressing a series of questions of Agency-wide concern in areas of resource and personnel management, secrecy and security, and the setting of priorities and evaluation procedures.

1030-1200

"The General Officer Concept" [REDACTED]

A senior officer with Agency-wide experience will discuss the expanding scope of responsibilities and concerns that may confront a supergrade. He will also suggest the new opportunities for an Agency-wide impact on the setting and management of intelligence priorities, resource allocation, and organizational changes. He will touch upon potential areas for innovative change. He will offer an overview of the impact of recent changes in the organization and management of the Agency and the Intelligence Community, and in resources available.

1200-1300

LUNCH

1300-1430

"Agency-Wide Personnel  
Management"

Fred Janney

The Director of Personnel will focus on trends in personnel staffing and management that directly impact upon senior managers.

1445-1615

Small group discussions (continuing)

1800-2100

Dinner and informal discussion with  
the DDCI

2 May

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0830-1015

Small group discussions (continuing)

1030-1200

Resources Management

James Taylor

STATINTL

"Doing more with less" has been heard as the challenge issued the Agency over the past few years. The speaker(s) will deal with the accuracy of this slogan, providing a picture of the current situation for budget and resource allocation and offer projections for the future. In particular (they) will discuss the significance of the DCI's budgetary powers under XO 12036, and how these impact directly upon CIA. Trends in human vs. technical collection will be considered. Possible future changes in the organization of the Agency will be discussed.

STATINTL

1300-1430

Oversight--Legal and  
Organizational

The era of investigations has resulted in increasing scrutiny of Agency activities, and the creation or expansion of oversight mechanisms. This panel will highlight the explicit nature of these changes, and assess how they impact upon the ability of the Agency to perform its missions.

1445-1615

Small group presentations and  
discussion

1800-2100

Dinner and informal session with Congressman, Senator or staffer involved in legislative oversight (preferably from Senate side, as SR 2525 about to go forward).

Informal discussion, in which Hill representative would discuss Legislative concerns about the Agency, and relate the major elements of SR 2525 and considerations leading to their inclusion.

3 May

Approved For Release 2001/03/04 : CIA-RDP81-00142R000600010002-6  
0930 (approx) Leave [REDACTED] for HQ

STATINTL

Unscheduled until 1600, pending availability of DCI/DDCI

1600-? Meet with the DCI and Deputy Directors.

Concluding Remarks by DCI.

4 May

1730-1930 Reception in Executive Dining Room for class,  
with spouses. Senior Agency officials invited.

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)		DD/A Registry		DD/A Registry	
Perspectives for New Supergrades		File Personal 18-2		78-1289	
FROM:		EXTENSION	NO.		
Director of Training 1026 C of C		3245	DATE 27 March 1978		
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
	RECEIVED	FORWARDED			
1. DDA 7D24 Hqs	28 MAR 1978			<p>This is our latest draft. We are waiting for confirmation of some speakers. Probably Bill Miller, Senate Select Committee Staff, will take the evening session on 2 May. The program should be wrapped up by the end of this week.</p> <p>STATINTL [REDACTED] Harry E. Fitzwater</p> <p>103 Harry Looks good! Should anything be added that is more 'community' related?</p> <p>STATINTL [REDACTED] 28 MAR 1978</p>	
2.					
3. D/T					
4. 1026 C of C					
5.					
6.					
7.					
8.					
<p>DDA:JFBlake:kmg (28 Mar 78) Distribution: Orig RS - DTR w/att 1 - DDA Subj w/att 1 - DDA Chrono 1 - JFB Chrono</p> <p>"To 3 "Harry "Looks good! Should anything be added that is more 'community' related? /s/Jack Blake" Att: Draft schedule of subject course</p>					
15.					

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Management"

Fred Janney

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Small group discussions (continuing)

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the DDCI

2 May

0830-1015 Small group discussions (continuing)

1030-1200 Resources Management (one or  
more of:

STATINTL

Tom Yale

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1300-1430 Oversight--Legal and  
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